

**ADMINISTRATIVE - INTERNAL USE ONLY**

NFAC #4352/81

15 July 1981

MEMORANDUM FOR: Director, NFAC

FROM : Coordinator for Academic Relations

SUBJECT : Comments on IG Report on Public Affairs

1. In general, I would agree with the comments in the IG report. Several years ago, the then CAR and OPA arrived at an unwritten agreement that CAR would handle substantive briefings for academic groups visiting Headquarters and OPA would present briefings on the mission and role of the Agency. While the agreement has worked out reasonably well in practice, we in Academic Relations have on numerous occasions found ourselves, usually as a result of questions, straying into OPA's preserve. The results have been mixed. When we talk about the history, the organizational structure, or the mission of CIA, heads are likely to nod unless--and this is an important exception--the speaker is able, from his personal experience at CIA, to present an anecdotal overview of what we do and how we do it. An impression of complete candor in reviewing the record of the Agency is also vitally important if the speaker is to gain the confidence and hold the attention of the audience. This is equally true whether the audience is made up primarily of students or faculty members and administrators. Inevitably, when the subject veers to career possibilities at the Agency, however, the audience is fully attentive. I suspect that the reception for our briefings at Headquarters is an accurate reflection of what occurs on college campuses.

2. There is no question but that speeches before academic audiences, either on the campuses or at Headquarters, can and should be used for establishing or nurturing contacts with faculty members and as an aid in identifying and recruiting staff employees. A number of our academic consultants have been "discovered" through such contacts. The careful selection of speakers, hopefully those having rapport with the younger generation, is an obvious requirement if such a program is to prove effective. (A word of caution, however, regarding speakers "having rapport" with the students. I have recruited a number of senior NFAC officials to speak before visiting groups in the past year. Some of the older speakers have had the best rapport with the students. Youth, alone, should not be the determining criterion in selecting those who will address youthful audiences.)

**ADMINISTRATIVE - INTERNAL USE ONLY**

**ADMINISTRATIVE - INTERNAL USE ONLY**

NFAC #4352/81

SUBJECT: Comments on IG Report on Public Affairs

3. I agree, based on CAR experience, that OPA should arrange for prior consultation between a speaker and the appropriate faculty member so that speeches can be related to elements of the university's academic program. This is standard practice for NFAC speakers as the normal procedure is for a faculty member to contact either me or one of our analysts directly to request participation by a CIA employee in a symposium, seminar or as a speaker on a substantive issue. In either case, the NFAC speaker is put in direct contact with the appropriate faculty member prior to the former's appearance on campus and the speech normally crafted to fit into the academic program.

4. At a time when the DCI has called for a lower profile for the Agency, I can see only benefits if OPA speakers focus less attention on public relations and more on recruitment in their campus appearances. A briefing by OP personnel on the Agency's recruitment needs and related topics prior to the speeches would seem to be a logical move to enhance OPA's effectiveness in this field. Most OPA speakers equipped with that knowledge would have, I believe, a more positive impact on campuses than many of the present crop of recruiters from OP, some of whom have been receiving low marks from a number of college faculty members and administrators with whom I have discussed the subject.

5. As far as NFAC is concerned, I would have no objection to closer coordination with OP in preparing our speakers to assist in a recruitment effort. I would urge, however, that our speakers not be used principally as recruitment agents rather than as substantive experts. As the IG report notes, NFAC speakers have created a good impression for the Agency wherever they have appeared as a result of their substantive expertise. Finally, I believe it would be a serious mistake to alter our long-standing policy of forbidding the soliciting of invitations to speak before academic groups, relying, as in the past, on requests for presentations received from the colleges and universities.

STATINTL

Distribution:

Orig - Addressee

1 - DD/NFAC

1 - AS/NFAC

2 - NFAC/CAR

1 - NFAC Registry STATINTL

NFAC/CAR/

-2-

**ADMINISTRATIVE - INTERNAL USE ONLY**

OFFICE OF THE DIRECTOR  
NATIONAL FOREIGN ASSESSMENT CENTER

8 July 1981

NOTE FOR: CAR

Ralph,

John would like you to comment on  
this section of the IG report on the  
Office of Public Affairs.

A brief memo by 15 July would be  
appreciated.

Thanks,

STATINTL

EA/D/NFAC

HAND CARRY

A  
C  
T  
I  
O  
N

CONFIDENTIAL

25X1

Generally, Agency personnel interviewed believe our speakers should stress economic, political or technical topics rather than Agency-related themes, contending that our officers convey the best impression when they talk on subjects on which they have unique expertise. Clearly, however, if appearances continue, personal preference will and should play a major role in the selection of speech topics.

Special Issue: Public Speaking and Recruitment

Speakers have mixed reactions regarding the utility of addressing academic audiences at the college or graduate school level. Many said they did not make much impact on these audiences. At least one senior officer, however, noted that in a recent campus visit several students approached him afterwards regarding a CIA career. He had indirectly but deliberately touched on the advantages of working for CIA during his campus appearances. Other Agency speakers at universities generally presented straightforward addresses on Agency history, functions and organization. Career management personnel of various directorates who make recruitment trips to universities confirm that it is the career-oriented approach in speaking engagements that attracts the greatest interest on campuses these days. Conversely, they believe that students quickly forget an abstract lecture on CIA or intelligence-related matters.

Since the Agency is having difficulty recruiting qualified personnel in certain categories, we suggest that presentations to higher academic institutions be encouraged, but that they be viewed less as a public affairs activity and more as part of the recruitment process. In addition to a modest reorientation of subject matter, as discussed above, this requires a careful selection of speakers from among officers known to have good rapport with the younger generation. OPA at present does little evaluation

CONFIDENTIAL

II. - 11

CONFIDENTIAL

of speakers. We believe that such evaluation is necessary. Also needed is a more structured collaboration between OPA and OP than exists at present. OP should provide general briefings for speakers scheduled to appear at campuses on Agency recruitment needs and related topics. In addition, OPA should arrange for prior consultation between the speaker and the appropriate faculty member so that speeches can be related to elements of the university's academic program and thus be made more relevant to student concerns.

It is further evident that effectively planned campus visits can serve as a vehicle for developing lasting relationships with senior university faculty members and administrators, which could have both recruitment, public relations and substantive dividends. This too argues against the mere lecture-giving approach that some senior officers have adopted towards university appearances and in favor of prior contact between the speaker and university personnel.

NFAC has its separate academic relations program, through which analysts participate in university seminars and similar functions. This activity has both recruitment and public affairs overtones. NFAC officers use their participation in university seminars for talent spotting. Moreover, their expertise creates a good impression of the Agency as a whole. We believe this activity needs to be coordinated more effectively with OPA and OP on-campus efforts.

#### High School Audiences

On the other hand, most speakers outside OPA itself believe that addressing high school audiences is a waste of time and effort: the proportion of the total high school population we reach is too small, and the long range impact of our presentations on such young audiences is questionable. We agree, and also believe that CIA should withdraw from the Presidential Classroom program. As we discuss in a broader context in Chapter

CONFIDENTIAL

**CONFIDENTIAL**

**RECOMMENDATIONS**

**We recommend that:**

**I. A. One high-graded position in OPA be eliminated by combining the Deputy DPA and the Chief, PPPRS positions, and one professional position be eliminated as well.**

Approved \_\_\_\_\_ Date \_\_\_\_\_  
Director of Central Intelligence

**II. A. The Director of Public Affairs establish procedures whereby public appearances by Agency personnel other than the DCI and DDCI before private groups are approved at the Deputy Director/Head of Independent Office level on the basis of appropriateness and expected benefit to the Agency.**

Approved \_\_\_\_\_ Date \_\_\_\_\_  
Director of Central Intelligence

**II. B. The Director of Public Affairs and the Director of Personnel in coordination with the Director, NFAC, review procedures for the coordination of public appearances by Agency officers at academic institutions, so that they can be better exploited to contribute to the Agency's recruitment needs.**

Approved \_\_\_\_\_ Date \_\_\_\_\_  
Director of Central Intelligence

**CONFIDENTIAL**